

FACTORS AFFECTING INTENTION TO LEAVE

A Thesis Submitted to the Graduate School in Partial

Fulfilment of the Requirement for the Degree

of Master of Science (Management)

By

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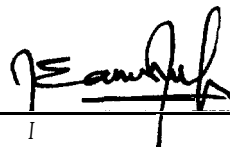
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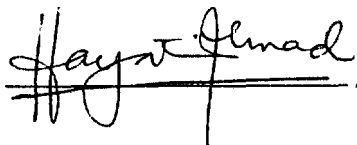
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ABSTRAK

Penyelidikan **ini mengkaji** hubung-kait **antara** persepsi pekerja mengenai **gaya** kepemimpinan ketua (iaitu berorientasikan kerja dan kemanusiaan) beserta beberapa **faktor** demografi terhadap niat mereka untuk berhenti kerja daripada sesebuah organisasi. Hasil penyelidikan **ini** menunjukkan bahawa hanya persepsi pekerja mengenai **gaya** kepemimpinan ketua yang berorientasikan kemanusiaan sahaja yang merupakan faktor utama di dalam mempengaruhi niat untuk berhenti kerja. Perhubungan **ini** secara statistiknya adalah signifikan **pada** aras keertian 5 %. Dalam konteks **ini**, ketua yang mempunyai **gaya** kepemimpinan yang berorientasikan kemanusiaan yang tinggi akan mempunyai pekerja yang mempunyai mat yang **rendah** untuk berhenti kerja. Di **samping** itu, **umur**, tempoh kerja, dan status kerja adalah beberapa **faktor** demografi yang mempunyai hubung-kait yang signifikan terhadap mat pekerja untuk **berhenti** kerja daripada organisasi tersebut.

ABSTRACT

This study examines the correlations between employees' perception of their superiors' leadership styles (i.e task- and people-orientations) together with a few demographic factors and their intentions to leave the organizations. The research findings have shown that only the employees' perception of the superiors' leadership style of people-orientation is a major factor related to the intention to leave. This relationship is statistically significant at the level of 5 %. In this context, leaders who have high people-orientation leadership style will have subordinates who have low intentions to leave. Beside that, age, organizational tenure, and job status are a few demographic factors which are also significantly related to employees' intentions to leave the organization.

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TABLE OF CONTENT

	Page
PERMISSION TO USE	(i)
ABSTRAK (in Bahasa)	(ii)
ABSTRACT (in English)	(iii)
ACKNOWLEDGEMENTS	(iv)
TABLE OF CONTENT	(v)
LIST OF TABLES	(ix)
LIST OF ABBREVIATIONS	(x)
LIST OF DIAGRAM AND APPENDICES	(x i)

CHAPTER 1: INTRODUCTION

1.1 Chapter Overview	1
1.2 Statement of the Research Problem --- c --- L --- w ---	1
1.3 Research Objectives	4
1.4 Justification for the Research	5
1.5 Research Scope, Assumption, and Limitations	7
a) Scope	7
b) Assumption	7
c) Limitations	7
1.6 Layout of the Remaining Chapters	8

CHAPTER 2 : REVIEW OF THE LITERATURE

2.1 Chapter Overview	10
2.2 Employee's Intention to Leave the Organization	10
2.2.1 Introduction	10
2.2.2 Intention to Leave and the Actual Turnover	11
2.2.3 Intention to Leave and Other Variables	12
2.3 Leadership Styles	14
2.3.1 Leadership Models and Theories	15
a) Blake and Mouton's Grid Theory (1964) - - - a - - -	15
b) The Fiedler's Contingency Model of Leadership (1967)	17
c) Hersey ▪ Bianchard Situational Model of Leadership (1974)	18
2.3.2 Leadership Styles and Intention to Leave	19
2.3.3 Leadership Styles and Other Variables	21

CHAPTER 3 : THEORETICAL FRAMEWORK

3.1 Chapter Overview	23
3.2 Factors Related to Intention to Leave the Organization	23
3.3 Conceptual Model of the Study - - m - - w -	26
3.4 Conceptual Definitions of Selected Variables	28

a) Superiors' Task-oriented Skill	28
b) Superiors' People-oriented Skill	29
c) Organizational Tenure	29
d) Work Area	29
e) Intention to Leave	30
3.5 Research Hypotheses	30

CHAPTER 4 : RESEARCH METHODOLOGY

4.1 Chapter Overview	32
4.2 Research Design	32
4.3 Sampling of the Study	33
4.4 Formulation of Questionnaires (Instrumentation)	34
a) Employees' Stated Intention to Leave the Organization	34
b) Employees' Perception of Their Superiors' Leadership Styles	36
c) Demographic Variables	37
4.5 Pilot Study	38
4.6 Data Analysis Technique	40
a) Descriptive Statistics	40
b) Inferential Statistics	40
c) Hypothesis Testing / Significance Testing	41

CHAPTER 5 : FINDINGS AND DISCUSSIONS

5.1 Chapter Overview ----- 42

5.2 Profiles of the Respondents ----- 42

5.3 Reliability of the Study ----- 45

5.4 Descriptive Statistics of the Variables in the
Model of the Study -----1-----_--_---I----- 46

5.5 Test of Hypothesis ----- 49

CHAPTER 6 : **IMPLICATIONS** AND CONCLUSION

6.1 Chapter Overview ----- 59

6.2 Summary of the Findings ----- 59

6.3 Implications of the Study ----- 60

6.4 Recommendations for Future Research ----- 61

6.5 Conclusion -----.-----_--_---I----- ----c-- 62

BIBLIOGRAPHIC ENTRIES ----- 63

APPENDICES ----- 67

LIST OF TABLES

Table No.	Title	Page
1	Summary of the Reliability Analyses -----	38
2	Profiles of the Respondents -----	43
3	Respondents' Job-related Information -----	44
4	Mean Scores for Superiors' Leadership Styles and Employees' Intention to Leave the Organization -----	48
5	Results of Pearson Correlation Analyses -----	49
6	Results of ANOVA Analyses -----	54
7	Results of T-test on Gender Difference in relation to Intention to Leave -----	57

LIST OF ABBREVIATIONS

HR	Human Resource
LPC	Least Preferred Co-worker
LASI	Leader Adaptability and Style Inventory
LEAD	Leader Effectiveness and Adaptability Description
DMM'S	Divisional Merchandizing Manager's
LBDQ	Leader Behavior Description Questionnaires
SPM	Sijil Pelajaran Malaysia
MCE	Malaysian Certificate of Education
ANOVA	Analysis of Variance
MR	Malaysian Ringgit
SBDQ	Supervisor Behavior Description Questionnaires
LOQ	Leader Opinion Questionnaire

LIST OF DIAGRAM

Diagram No.	Title	Page
1	Model of the Study - - - - -	26

LIST OF APPENDICES

Appendix I	Pilot Study Questionnaires -----	67
Appendix II	Study Questionnaires	75
Appendix III	Blake and Mouton's Grid Theory (1964) - - -	83
Appendix IV	Hersey - Blanchard Model of Leadership	84

CHAPTER1

INTRODUCTION

1.1 Chapter Overview

This chapter consists of five major areas namely i) statement of the research problem, ii) research objectives, iii) significance of the study, iv) research scope, assumption and limitations, v) layout of the remaining chapters.

1.2 Statement of the Research Problem

The problem of labor shortage which was highlighted in mass media recently, has lead to an alarming issue of increased labor turnover rates in a number of organizations in Malaysia. It has also become a major issue to companies' top management as it can be directly related to organizational ineffectiveness. This ineffectiveness could be in terms of lowering in productivity (Swinney, 1987) and also in terms of the costs incurred to the organizations for direct investments in human capital, manpower training and recruitment (Weisberg & Kirschenbaum, 199 1).

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